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## Trust Board January 2023 Leicestershire Partnership & Northamptonshire Healthcare Group Chairs' Joint Highlight Report

### Purpose of the report

- This joint report from the LPT Committee in Common and NHFT Committee in Common Chairs provides assurance on the progress of the Group model, strategic priorities, governance framework and other work streams for LPT Trust Board and NHFT Trust Boards in January 2023.

### Analysis of the issue

- A second Board-to-Board workshop is planned to take place later this month, which will consider Together Against Racism and the Group's strategic priorities for the coming year.
- The Committees received an update on work to explore options for improving value in healthcare within both Trusts.
- The merits of pursuing University Hospital status for the Group were debated and it was agreed to consider this and the potential for an innovation fund as part of a multi-year business plan.
- Following the success of one-off events during the COVID-19 pandemic, the Committees endorsed the development of a broader programme of quality improvement round tables
- The Committees reflected on the benefits of partnership working over the last year noting the examples set out in a highlight report.

### Proposal

- This LPT-NHFT Committees in Common Highlight report (Appendix A) from the Joint Working Group meeting is offered to each Trust Board to reflect the achievements and direction of travel for the Group model.

### Decision required

- The Board is asked to approve the Highlight report summary from the LPT Committee in Common and NHFT Committee in Common Chairs as an accurate account of status.

## LPT Trust Governance Table

<b>For Board and Board Committees:</b>	LPT-NHFT Committees in Common	
<b>Paper sponsored by:</b>	LPT Trust Chair, Cathy Ellis, NHFT Trust Chair, Crishni Waring	
<b>Paper authored by:</b>	Louise Salmon, Trust Board and Committee Secretary	
<b>Date submitted:</b>	23 January 2023	
<b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b>	LPT-NHFT CiC JWG 10 January 2023	
<b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b>	Assured	
<b>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</b>	Next update to Trust Board March 2023	
<b>STEP up to GREAT strategic alignment*:</b>	High Standards	x
	Transformation	x
	Environments	x
	Patient Involvement	
	Well Governed	X
	Reaching Out	
	Equality, Leadership, Culture	X
	Access to Services	
	Trustwide Quality Improvement	X
<b>Organisational Risk Register considerations:</b>	List risk number and title of risk	
<b>Is the decision required consistent with LPT's risk appetite:</b>	yes	
<b>False and misleading information (FOMI) considerations:</b>	None identified	
<b>Positive confirmation that the content does not risk the safety of patients or the public</b>	None identified	
<b>Equality considerations:</b>	Outcome will apply equally to all staff in LPT	

## NHFT Trust Governance Table

<b>For Board and Board Committees:</b> Paper sponsored by:	LPT-NHFT Committees in Common	
	LPT Trust Chair, Cathy Ellis, NHFT Trust Chair, Crishni Waring	
<b>Paper authored by:</b> <b>Date submitted:</b> <b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b> <b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b> <b>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</b>	Louise Salmon, Trust Board and Committee Secretary	
	23 January 2023	
	LPT-NHFT CiC JWG 10 January 2023	
	Assured	
<b>DIGB Q strategic alignment*:</b>	Develop	✓
	Innovate	✓
	Grow	✓
	Build	✓
	Quality	✓
	Organisational Risk Register considerations:	List risk number and title of risk
<b>Is the decision required consistent with NHFT's risk appetite:</b> <b>False and misleading information (FOMI) considerations:</b>	yes	
	None identified	
<b>Equality considerations:</b>	Outcome will apply equally to all staff in NHFT	

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## Appendix A

### LPT-NHFT Committees in Common (CiC) Joint Working Group (JWG) HIGHLIGHT REPORT 10 January 2023

#### Purpose of Report

The LPT Committee in Common and NHFT Committee in Common (CiC) Terms of Reference hold each CiC accountable to their respective Trust Board.

This Highlight report aims to provide each Trust Board with assurance on the delivery of the Group model and the Group Strategic Priorities and any other the business of the Leicestershire Partnership and Northamptonshire Healthcare Group:

Leicestershire Partnership and Northamptonshire Healthcare Group - Strategic Priorities	
1. Leadership and Organisational Development	5. Strategic Financial Leadership
2. Talent Management	6. Strategic Estates
3. Together Against Racism	7. Quality Improvement
4. Joint Governance	8. Research & Innovation

The key headlines/issues and levels of assurance are set out below and are graded as follows:

Strength of Assurance	Colour to use in 'Strength of Assurance' column below
Pre-approval	Grey – there is a draft plan in development and actions agreed to ready it for approval to proceed
Low	Red - there are significant gaps in assurance and/or not properly assured as to the adequacy of action plans/controls
Medium	Amber - there is reasonable level of assurance but some issues identified to be addressed.
High	Green – there are no gaps in assurance and there are adequate action plans/controls

Report	Assurance level	Committee escalation	ORR Risk Reference
<b>1. Delivering our Strategic Framework</b>	Medium	The Committees in Common received an update on work undertaken to demonstrating the joint working between the two Trusts within the Group Strategic Priority. A further update on the strategic framework would be provided to the next meeting of the Committees.	
<b>2. Together Against Racism (TAR)</b>	High	The Committees were briefed on progress with the TAR work plan and considered the outcomes of the recent joint board development workshop in November 2022. A follow-up workshop is scheduled for the two Boards in January 2023. Additional actions were agreed in relation to the following themes: delivering equality in recruitment, addressing racist abuse from patients, addressing health inequalities, and improving the experience of work.	
<b>3. Innovation and Research</b>	Medium	The Committees considered how the Trusts could benefit from potential accreditations, strengthen the	

Report	Assurance level	Committee escalation	ORR Risk Reference
		governance of innovation and research, and develop the infrastructure to support additional research (e.g., scanning capacity). The merits of instituting an innovation fund were debated and it was agreed that a multi-year business plan would be prepared for consideration at a future meeting.	
<b>4. Value in healthcare – opportunities for the Group</b>	Medium	The Committees considered the merits of a joint approach to value programmes across the Group noting work currently underway separately within each Trust. It was agreed that options would be explored and considered at a future Committee meeting.	
<b>5. Quality Improvement – development of Trust ‘round tables’</b>	Medium	Considering the success of a ‘round table’ event facilitated earlier in the COVID-19 pandemic, the Committees in Common were keen to explore how this approach could be utilised for other quality improvement initiatives across the Group. Further co-production led by Deputy CEOs would be required over the coming months to develop a proposal that could be approved at a future meeting.	N/A
<b>6. Social value – reaching out and developing in partnership</b>	Medium	The Committees considered the social value framework noting the three key aspects that Trusts need to consider, the proposed priorities and timeline. Mapping is currently taking place across the two organisations to confirm what would be delivered within each organisation and what would be pursued at Group level. Supporting the proposed approach, the Committees agreed to receive the draft plan for consideration at the next meeting.	N/A
<b>7. Contribution of the Group framework to individual Trust organisational risks</b>	High	The Committee considered the work undertaken to align risks within each Trust and the Group strategic priorities. It was agreed that existing risk management processes would be used to manage risks to the strategic priorities. This would be a regular item on the Committee’s agenda.	N/A
<b>8. Reviewing benefits from 2022/23 and developing a group strategic framework for 2023/24</b>	High	Examples of partnership work undertaken by the Group over the last year were considered together with opportunities for the coming year. Partnership would continue to be a key priority for the Group. Examples of work undertaken to date would be shared with both Trust Boards (see appendix B).	N/A

### LPT- NHFT Committees in Common – 10 January 2023

## A Review of our service development and corporate joint work across the Group and benefits

### Purpose of the report

- This report reviews examples of the principles of our partnership work and examples taking place across the Group.

### Analysis of the issue

#### Our work together within the Group model.

- The Group is mandated by each Trust Board to deliver a formal programme of eight strategic priorities, now in its second year of delivery. Our formal, strategic portfolio is only one part of the Group model of working, and an important body of joint work continues alongside these formal workstreams and earlier buddy relationship.

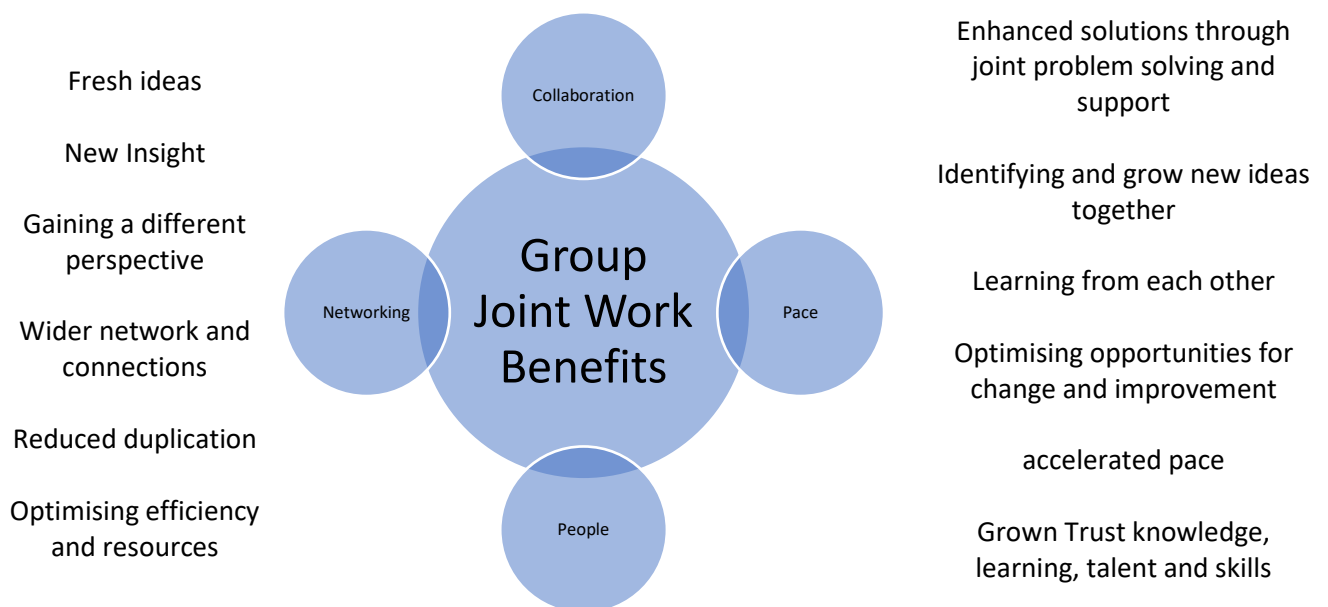
#### Defining what partnership working means and looks like within our Group.

- Working in partnership across our two Trusts brings people together who are facing the same challenges or opportunities, but who have a different context, culture, and environment. Collaboration between NHFT and LPT colleagues allows for learning across the network. The aspiration is to make a safe, open space for professionals to share and learn together, and work on enhancing service pathways, models, corporate functions and more.
- Colleagues have identified the following principles of what partnership working across both Trusts means to them and success factors:
  - Be authentic about your drive to collaborate and adopt an open communication style.
  - Explore and be curious about each organisation's different approaches to things.
  - Embrace it– new ways of working can feel daunting but throwing yourself into the process is the best way to get the most positive outcome.
  - Make a genuine human connection with your colleagues and you'll get genuine results and positive outcomes.
  - Knowing how we work internally, who owns work and how things run within our organisations is of utmost importance - this clear overall view of the map will make way for greater understanding and efficiency.
  - Identify projects to work on and focus on them in detail.

- Pay attention to the way you make people feel – are you present, listening, attentive, showing empathy? Do you act after a conversation?
- Think about a system-wide approach that works within each trust, whilst recognising that each is different with some shared challenges.

## Benefits

- Partnership working can elevate the learning and experience of all.
- The Group model creates a wider network for members to access and learn at accelerated pace together.
- There is also a greater mix of different ideas and innovation, and members through partnership approaches.
- We can share new ways of working with one another to achieve the best results, as well as learn from each other's challenges along the way.
- Partnering across our Group allows us to access a larger pool of thoughts and ideas and ways of working which will ultimately help lead us to the best outcomes.
- Diagram 1 brings together common themes from the examples highlighted in this report:



**Diagram 1**

## Examples of our partnership work taking place across the Group

### 0-19 Services

- LPT and NHFT 0-19 teams have been building a stronger connection with each other across our Trusts. Some examples of their other joint work together have included:
- Nationally a new School Nurse model is being deployed across 0-19 pathways and during 2021, LPT and NHFT services began supporting each other on how each Trust develops its own version of the national model. LPT were an early adopter and shared their learning with NHFT colleagues. This helped shape and accelerate the NHFT approach for Northamptonshire. Since then, NHFT went on to trial the new model in Wellingborough and evaluated it. Plans are

in place to review the model again in 2023 to explore how the outcome of the evaluation can be used to respond to the staff and staff side feedback received.

- Colleagues from LPT 0-19 joined NHFT training sessions during the past year and this was very positive and from a service leadership perspective. Services have been meeting regularly to share learning and tackle common service challenges together.
- For example, during 2022, for the first time both Trusts' 0-19 teams took a joint approach to recruiting and training new health visitors and school nurses, with the LPT students being trained at University of Northampton for the first time. NHFT has also led a teaching session for all the students across both counties about how commissioning of 0-19 services works.
- Other examples of continued joint work together this year have included reviewing our HV Blood spot testing pathway. Both Trusts have explored the pathway to share good practice.
- A comparison review of our immunisation training packages was also undertaken and NHFT has now adopted the online approach used by LPT and moved to an online training approach as a result.
- There is a strong appetite to create more time to develop ways of working between LPT and NHFT in future.

### Children's Eating Disorders Services

- LPT and NHFT Children's Eating Disorders services have continued working with each other throughout the year on workforce, keeping people safe and pathway domains, which include detailed action plans agreed at last year's CEDS summit, which was co-hosted by both Trusts' Deputy Chief Executives.
- **Headline progress on workforce alignment:** Consideration of our different staffing models and any opportunities for shared recruitment have moved forward. Both Trusts have begun to explore joint apprenticeships, the case for a new clinical associate psychologist role, peer support roles and physician associate roles have also been explored. Further work on a joint or shared staff training programme is scheduled for early 2023/24.
- **Keeping People Safe:** From their work together, both Trusts now have evolved their Home Intervention Team approach and looking at how the LPT Duty model might work within NHFT.
- **Pathways:** Development of the ARFID eating disorder pathway has progressed well, with LPT now having an ARFID pathway in place, based on the organisational learning from the NHFT ARFID Pathway. Both Trusts are also exploring shared best practice in their ASD/ADHD pathways and working jointly on outcome measures.

### Leadership & Organisational Development

- Both Trust OD functions have been partnering on a range of initiatives. During 2022 they looked for ways to shape our culture based on our values and behaviours together. While these are different for each organisation, there are similarities and learning from these is so powerful. This has created a unique and effective way of working that focuses on authenticity and compassion – which is at the heart of what we want to deliver in Organisational Development.
- Developing talent management approaches within the Group is a core piece of work supporting individuals to get to where their ambitions take them. In each Trust we have our own approach to talent management, which is about encouraging staff development and careers. By



developing the Group approach, we have been able to share learning and insight to better develop Talent Management. We consider not only the local integrated care system we are working to develop a system wide approach at Group level to enhance support for individual members to achieve their goals.

- Another area we are working on together is looking for ways in which individual members can broaden their experience across the Group. A good example of this is the career conversation we had with a member of staff from one trust who was looking to explore where they could go within the field of hospice care. We thought a mentor could support them in this and we connected them to a staff member from the other trust to help them grow and pursue their aspiration. Connecting people across the Group offers a broader support and colleague network that reaches beyond the limits of a single organisation.

## Procurement

- Our Procurement leaders have been working together for some time at a regional level with NHS Supply Chain and since forming the Group model, have developed a closer working relationship between our two Trusts.
- Sustainability is an agreed priority area of joint focus to be explored from a procurement perspective and help both Trusts achieve net zero targets.
- Our current procurement contract portfolios have been exchanged, noting this collaboration will take some further work to make sure there is alignment with ICSs procurement plans in LLR and in Northamptonshire. As such, Procurement are not actually working on any combined Trust contracts, however our teams do reach out to each other with procurement related queries. Joint Procurement work is currently more focussed on a system wide approach. For example, NHFT has more heavily engaged with its acute hospital partners and colleagues at KGH/NGH with regards to our countywide contracts and also with regards to Integrated Care Board, with our workplans are now on a shared portal

## New Joint Roles - Patient Safety

- Earlier this year, James Mullins was appointed to a newly created Group role, Assistant Director of Patient Safety and Patient Experience.
- This new role will have responsibility to ensure that both NHFT and LPT transform the way we manage patient safety across both organisations, aligning directly to Quality Improvement initiatives to help drive safer care and treatment for our patients and the public.
- Working jointly across both organisations will enable James to work in an agile way to ensure responses to patient safety risk are managed efficiently and promptly.

## Proposal

It is recommended we continue to explore approaches for identifying new opportunities for joint working, ways of connecting people across our Trusts and capturing the outputs of this type of collaboration.

## Decision required

The LPT and NHFT Committees in Common are asked to support the proposal.

## Governance tables - LPT

<b>For Board and Board Committees:</b>	<b>LPT-NHFT Committees in Common</b>	
<b>Paper sponsored by:</b>	Alison Gilmour	
<b>Paper authored by:</b>	Amanda Johnston	
<b>Date submitted:</b>	21 December 2022	
<b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b>	JWG 21 <sup>st</sup> November 2021	
<b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b>	Assured	
<b>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</b>	One off	
<b>STEP up to GREAT strategic alignment*:</b>	High Standards	x
	Transformation	x
	Environments	x
	Patient Involvement	
	Well Governed	X
	Reaching Out	
	Equality, Leadership, Culture	X
	Access to Services	
	Trust-wide Quality Improvement	X
<b>Organisational Risk Register considerations:</b>	List risk number and title of risk	
<b>Is the decision required consistent with LPT's risk appetite:</b>	Yes	
<b>False and misleading information (FOMI) considerations:</b>	None identified	
<b>Positive confirmation that the content does not risk the safety of patients or the public</b>	None identified	
<b>Equality considerations:</b>	Outcome will apply equally to all staff in LPT	

# NHFT

<b>For Board and Board Committees:</b>	<b>LPT-NHFT Committees in Common</b>	
<b>Paper sponsored by:</b>	Alison Gilmour	
<b>Paper authored by:</b>	Amanda Johnston	
<b>Date submitted:</b>	21 December 2022	
<b>State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):</b>	JWG 21 <sup>st</sup> November 2021	
<b>If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e. assured/ partially assured / not assured:</b>	Assured	
<b>State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning</b>	One off	
<b>DIGB Q strategic alignment*:</b>	Develop	✓
	Innovate	✓
	Grow	✓
	Build	✓
	Quality	✓
<b>Organisational Risk Register considerations:</b>	List risk number and title of risk	
<b>Is the decision required consistent with NHFT's risk appetite:</b>	yes	
<b>False and misleading information (FOMI) considerations:</b>	None identified	
<b>Equality considerations:</b>	Outcome will apply equally to all staff in NHFT	

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